



---

# Establishing Effective



# GPRA Compliant Goals



# Agenda

---

## ➡ I. Overview of GPRA

### II. How to Write GPRA Compliant Performance Goals

### III. What Happens to My Performance Goals?

### IV. Summary / Q & A



# Government Performance and Results Act

Integrated Management System (IMS)  
in its simplest form

- **Government Performance and Results Act**

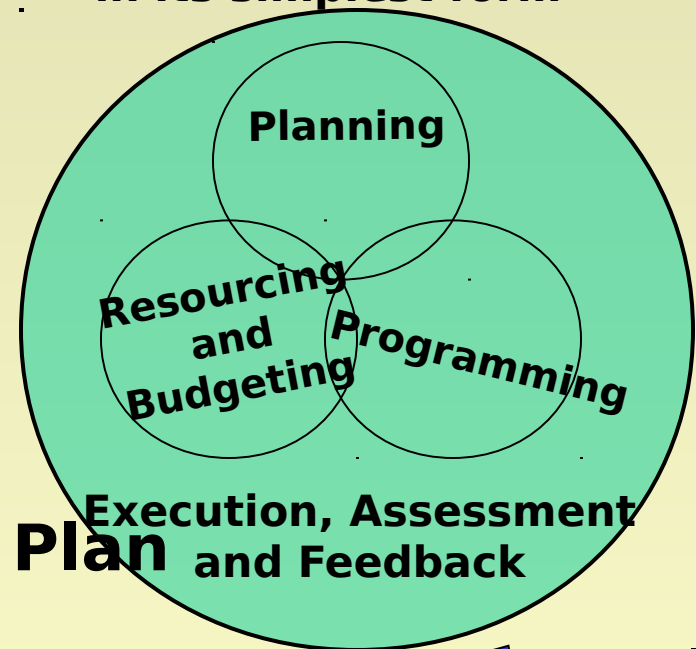
⇒ **Public Law 103-62**

⇒ **Enacted August 1993**

⇒ **Establish 5-year Strategic Plan**

⇒ **Set annual Performance Goals**

⇒ **Report Performance annually**



**GPRA**



# GPRA Puzzle

---

## DLA Strategic Plan

- ✓ Mission, Vision, Values
- ✓ Strategic Goals/Objectives
- ✓ Metrics
- ✓ Core Competencies/Capabilities
- ✓ Employees' Implementation Role



# GPRA Puzzle

**DLA Strategic Plan**

✓ **Mission, Vision, Values**

✓ **DCMC Long-Range Plan**

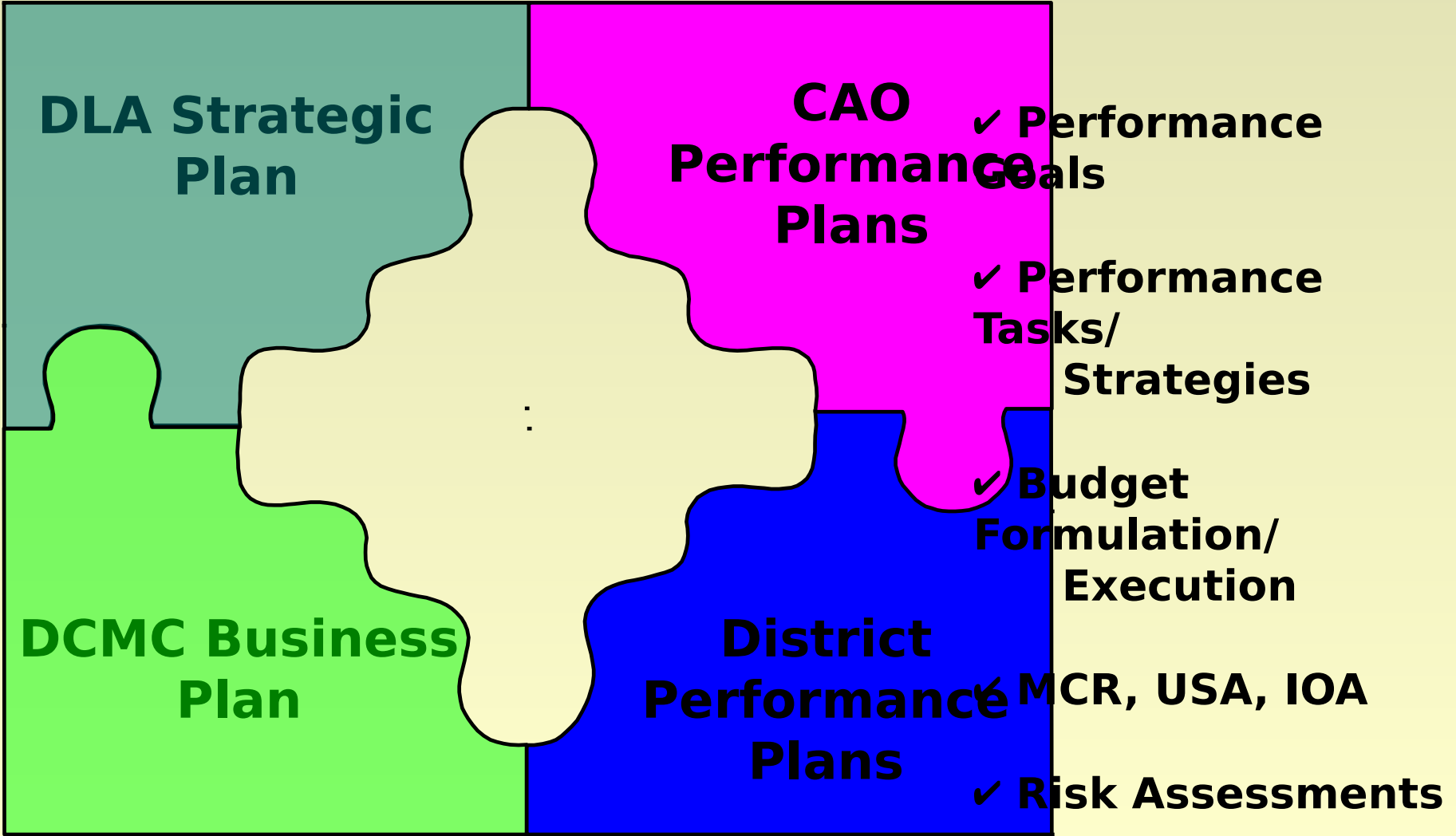
✓ **DCMC Performance Plan**

✓ **DCMC Budget Formulation Guide**

**DCMC Business Plan**

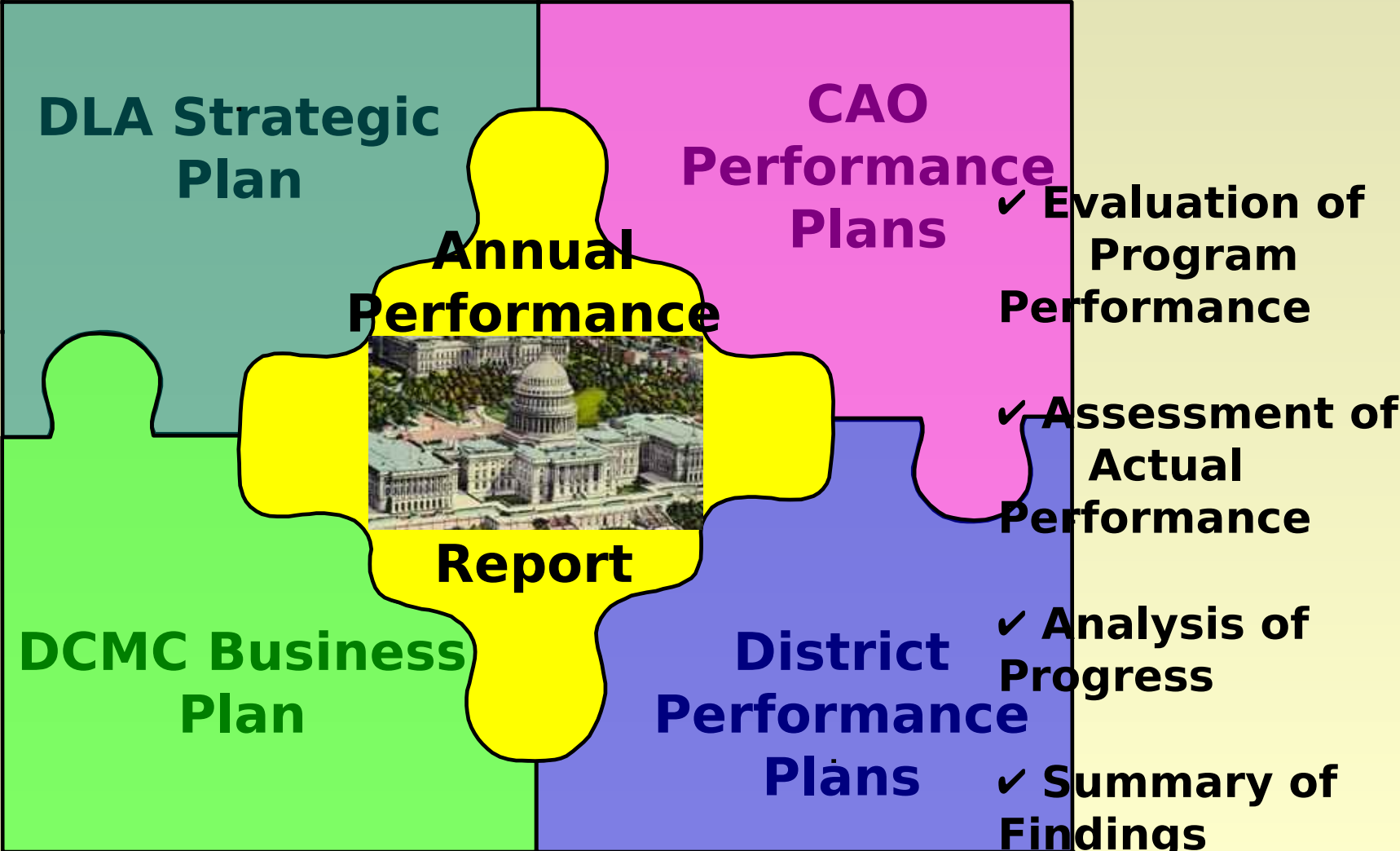


# GPRA Puzzle





# GPRA Puzzle





# GPRA Compliance Review

---

- What: External review of FY 99 DCMC Business Plan by experts in planning/GPRA outside DCMC.
- How: Independent evaluations using scoring process developed by GAO for formal Federal agency reviews.
- Why: To establish a baseline from which to measure future improvements in plan and process.
- Results in a nut shell:
  - **Overall compliance with GPRA is good.**
  - **Opportunities for biggest improvements seem to be at the performance goal level.**





# GPRA Compliance Review

## Global Strengths

---

- Obvious coordination with field activities in plan development.
- Well written narratives.
- Strategies for performance goals are good.
- Strong links to data requirements in performance plan.
- Overall structure makes sense.



# GPRA Compliance Review

## Global Improvement Opportunities

---

- Performance goals tend to be output related rather than outcome related.
- Too much “TBD” in plan - “message to field could be continuous postponement of accountability.”
- Need more customer input on performance goals - should work for mutual performance goals.
- “Investment goals” don’t fit in well - should be renamed or placed elsewhere in plan (moved to separate section in FY 00 Plan).
- The “Rights” are nebulous - need to be explained.



# Agenda

---

I. Overview of GPRA

II. How to Write GPRA Compliant  
Performance Goals

III. What Happens to my Performance  
Goals?

IV. Summary / Q & A

A person is performing a handstand on a blue beam in a gym. The person is wearing a white tank top and blue shorts. They are holding onto a blue bar with both hands. The background is a light blue wall with some equipment visible.

**Stretch Goals**

**Clear Expectations**

**Negotiate Lower Levels**

← "No one is set up for failure" →



# Bottom Line...

---

- DCMC faced with broad challenges.
  - **Doing less with less:**
    - **Focus on priorities**
    - **Implement Systematic Plans**
- **Your challenge: Constructing performance goals that drive the behavior and the outcome the organization seeks in support of its customer and stakeholder requirements/priorities.**



# DCMC Headquarters Roles

## Executive Leadership Role

- Establish the strategic position of the organization understand customer/stakeholder requirements.
- Develop cause and effect relationship among objectives, performance goals/strategies, and processes.
- Identify risk and feasibility issues.
- Provide resources.

## Performance Goal Owner Role

- Develop performance goal that supports the strategic objective set forth by the EC.
- Prove/disprove the cause and effect relationship among performance goals and objectives.
- Establish baseline.
- Analyze data to determine process capability as well as progress toward the desired outcome.
- Recommend maintain,



# Linking the Strategic Elements

Increase the % of conforming items compared to the end of year FY 99 rolling average result

Increase on-time deliveries by 5 percentage points

Reduce the number of outstanding delinquencies

Increase number of delay notices issued against delinquent schedules by 5% improvement against baseline for 4th quarter FY 99

Reduce % contracts that exceed cost/schedule goals by more than 10% over FY 99 baseline

Reduce Class I ECP cycle time by 5% from FY 99 average

Respond to customer by suspense date of the CPSS request 95% of the time

Provide the Right Item at the Right Time for the Right Price

Deliver Great Customer Service



# Linking the Strategic Elements

**Do customers care about it?**

**How do you know?**

**Do stakeholders care about it?**

**How do you know?**

**Would customers say it is essential to their business?**

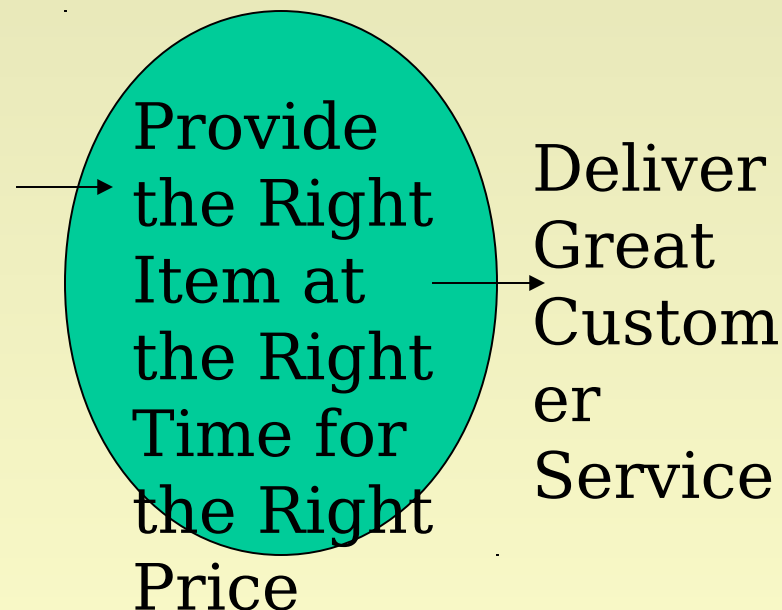
**What may happen if it doesn't get any better?**

**Could it get worse? At what cost?**

**If it gets worse, what are some likely implications?**

**Can DCMC contribute to making it better? Would DCMC's contribution be**

**The Objective**







# Linking the Strategic Elements

Increase the % of conforming items compared to the end of year FY 99 rolling average result

Increase on-time deliveries by 5 percentage points

Reduce the number of outstanding delinquencies

Increase number of delay notices issued against delinquent schedules by 5% improvement against baseline for 4th quarter FY 99

Reduce % contracts that exceed cost/schedule goals by more than 10% over FY 99 baseline

Reduce Class I ECP cycle time by 5% from FY 99 average

Respond to customer by suspense date of the CPSS request 95% of the time

The Performance Goals

**Do all these contribute to achieving the objective?**

**Are we missing an important strategy to achieve the objective?**

**Is there consensus that these are the strategies we believe will impact the objective?**



# Performance Goal

---

- Must have a presumed/assumed relationship to the objective in order to contribute toward achieving the objective.
- Must be results focused, not just activity.
- Must be measurable, having both a baseline and a target performance level identified.
- Explore relationships of your



# Performance Measure (Indic

---

- A particular value or characteristic used to measure outcome or output.
- A standard that is used to measure whether the performance goal is being accomplished.
- Performance indicators may include measures of input, output, outcome, efficiency, and effectiveness.



# Characteristics of a Good Model

---

- Relevant to mission, goals, and objectives.
- Developed with customer input.
- Cost-effective to obtain.
- Verifiable (“countable”).
- Durable, using consistent data.
- Easy to interpret.
- Pass the “important / useful / relevant” test.



# Types of Measures

- **Input**
- **Output**
- 

**Efficiency**

The ones with which we are most familiar and comfortable

The ones most desired by GPRA

- **Outcome** - A description of the intended result, effect, or consequence that will occur from carrying out a program or activity.
- **Effectiveness** - Measures outcomes against standards of time, quality, or quantity. Also includes:

- ✓ Customer Satisfaction:
  - customer satisfaction survey



# Crafting Performance Goals to

## Support Decision Making

- ✓ Results: Must start here! What result or outcome do we want to achieve?
- ✓ Plan: What's our strategy for achieving the result or outcome?
- ✓ Measures: What will tell us how we are progressing toward the planned result?
- ✓ Data: Is it readily available, easy to access, easy to collect, cost effective to obtain? Or feasible and cost effective to develop?
- ✓ Analysis: How the data is used. Is the qualitative and quantitative analysis of the data defined?



# Tool for Developing Performance Goals & Performance Plan Template

---

- Completing the blocks on the following chart will ensure you have answered all the requirements for:
  - ✓ GPRA compliant performance goals
  - ✓ Performance goals that the CAO can plan, resource, and measure
- The tool starts with desired outcome/result and walks through the steps of: result, plan, measure, data, analysis.



# Tool for Developing Performance Goals

## PLANNED OUTCOME/RESULT:

**START HERE!** Evaluate the objective, determine what action will drive the organization toward the objective ... brainstorm.. Examine relationships between a proposed performance goal and the objective.

***Clearly Define Desired Result***

1

## STRATEGY: **WHY, WHO, AND HOW?**

Description of how the Command plans to approach achieving the outcome/result. In addition to the Command strategy (How/Who), this section should explain:

a) Why we are doing this? b) What is expected of the CAOs?

2

**RESOURCES REQUIRED:** What do you need to do the job? What do the Districts and CAOs need to do the job? How much will it cost to... achieve the result? To measure progress? To gather the data? To analyze the data? Identify PLAS code and One Book chapter.

***Consider: Data, People, Type of Work Group, Materials, Time, Systems***

3

## Projected Milestones/Planned Actions:

***WHEN, WHAT, HOW MUCH, AND HOW WELL?***

**Identify the baseline performance and the target level performance.** List (by quarter) the specific actions that you will take throughout the year to accomplish the performance goal. **Includes: define the performance metric, identify the data source for metric, and the metric number in the guidebook.** For baseline and target performance ***be specific and be quantitative - link to the process performance and outcome measures for evidence.*** Describe any barriers, helpful tools, lessons learned, and any specific expectations/milestones required of the Districts/CAOs.

**DOCUMENTATION:** What work products validate, support, or result from our efforts? *An IG, IOA team, or USA Scoring Panel will not just "take your word for it," they will want to see some **evidence. The metric,***





# Performance Plan Template

- ✓ This provides the CAOs the information needed to plan, resource, and measure their contribution to the DCMC goal and objective.
- ✓ The clearer the definition these elements in the template, the better chance to achieve the desired result throughout the organization.
- ✓ The template must be complete, and data sources

## Template for the Performance Plan Defined (from Tool Block #):

Performance Goal (1) – a target level of performance expressed as a tangible, measurable objective, against which actual achievement can be compared, including a goal expressed as a quantitative standard, value, or rate.

### Performance Goal Indicator - Metrics Guidebook

Number/Computation (4) – the particular value or characteristic used to measure outcome or output, to include the computation of the metric and the number assigned to the metric in the DCMC Metrics Guidebook.

Baseline Performance Level (4) – the performance number or value that was attained in the previous year. (For budget formulation purposes, this will have to be a projection of a number or value to be attained.)

PowerPlay Cube Name/Other Source of Data (4) – the name of the PowerPlay Cube in which the data for this goal is derived. (If the data is not in a PowerPlay Cube, the source of data, e.g., log, report, etc.)

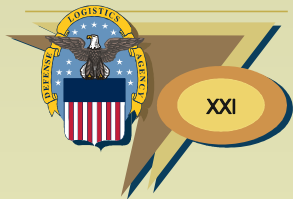
PLAS Process/Program Code(s) (3) – the PLAS process and/or program code or codes that encompass the activities described in the strategy and milestone schedule for the goal.

One Book Chapter Number (3) – the numbers of the chapters in the One Book (DCMC Process Manual) in which the goal is addressed.

Office of Primary Responsibility (OPR) (2) – the HQ process owner (office symbol) or executive agent with overall responsibility for the goal.

Office of Supporting Responsibility (OSR) (2) – the HQ offices, Districts, and/or CAOs with a support role in implementing/executing the goal.

Target Completion Date (4) – the date at which the goal will be



# Agenda

---

I. Overview of GPRA

II. How to Write GPRA Compliant  
Performance Goals

III. What Happens to my Performance  
Goals?

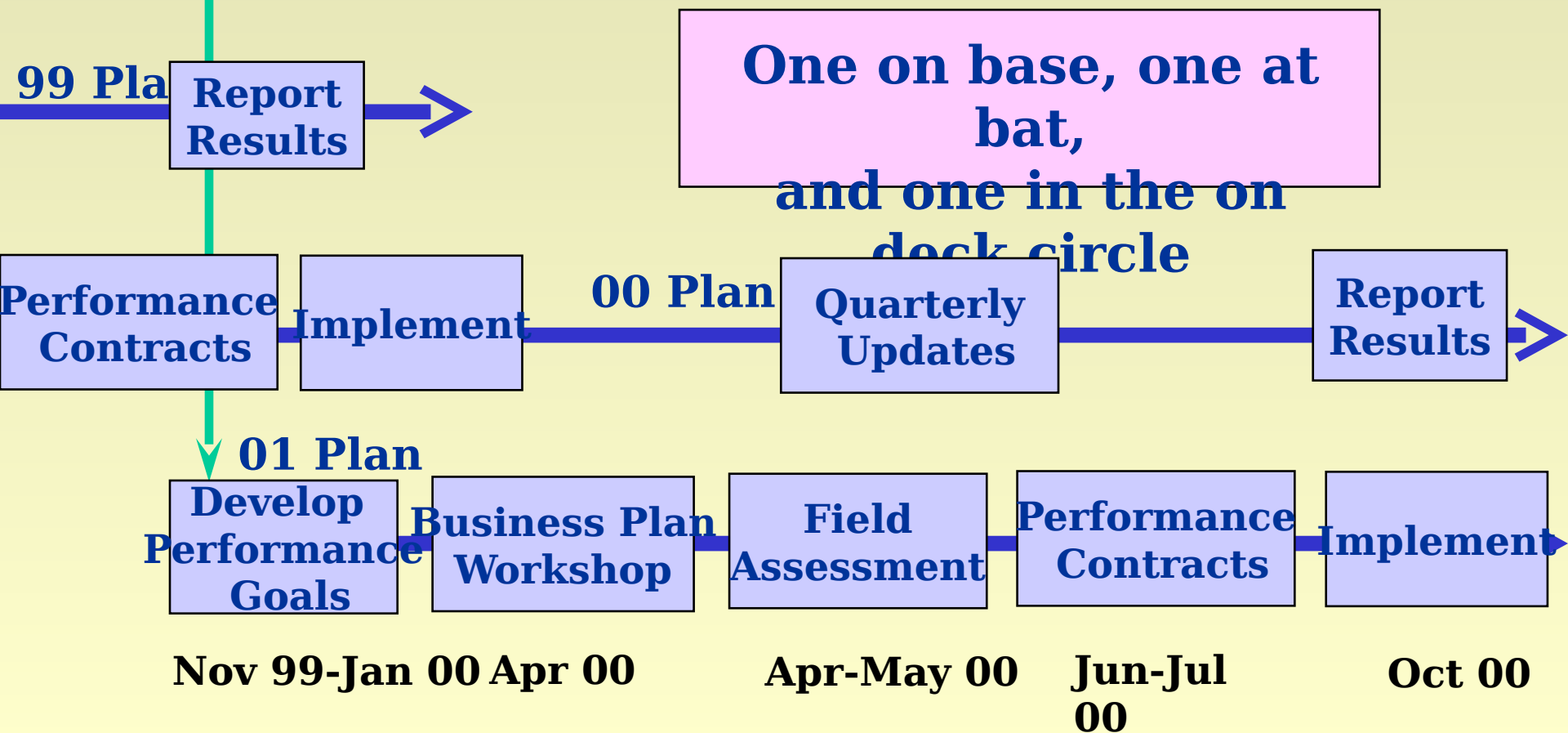
IV. Summary / Q & A



# The Planning Cycle

***You are  
here***

**A continuing process**

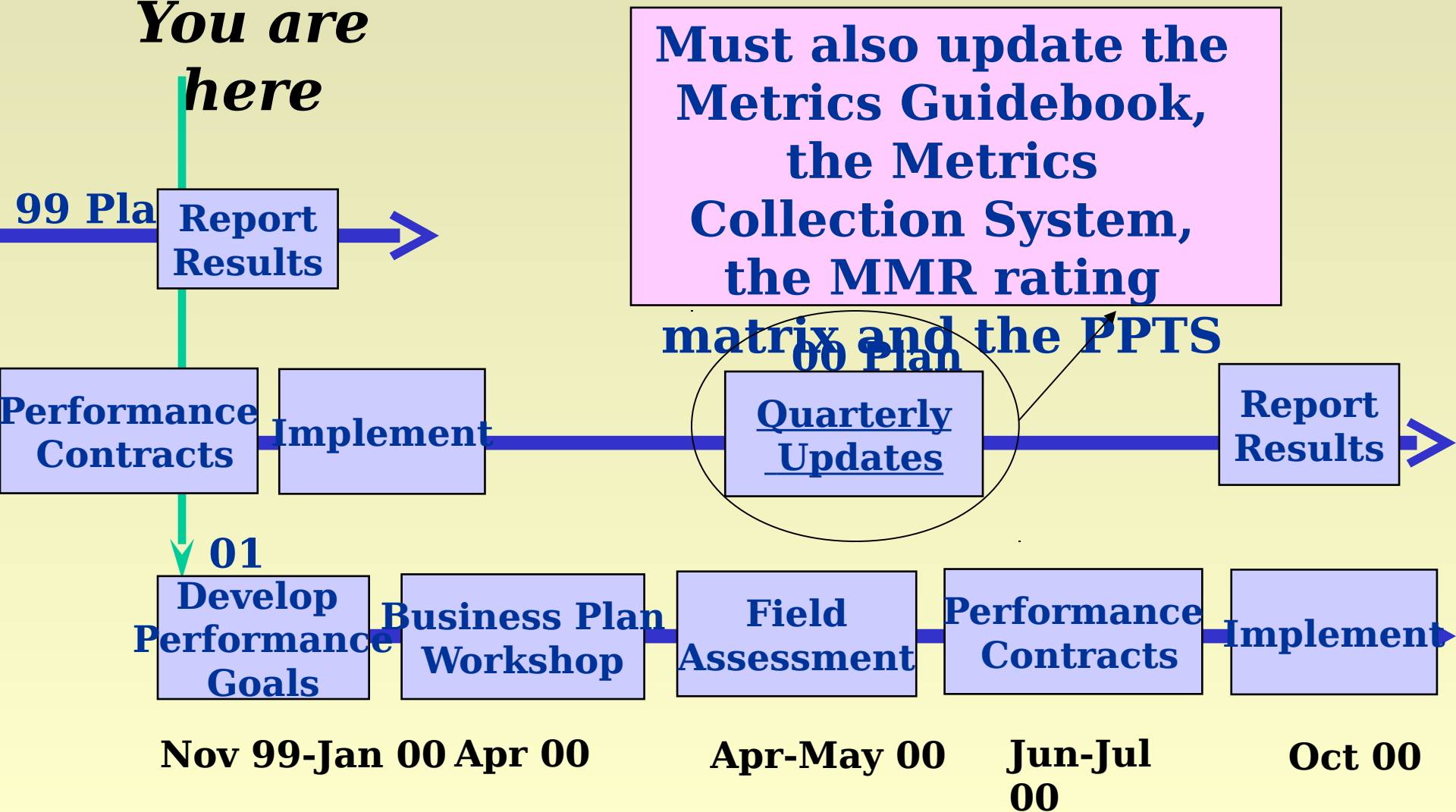




# The Planning Cycle

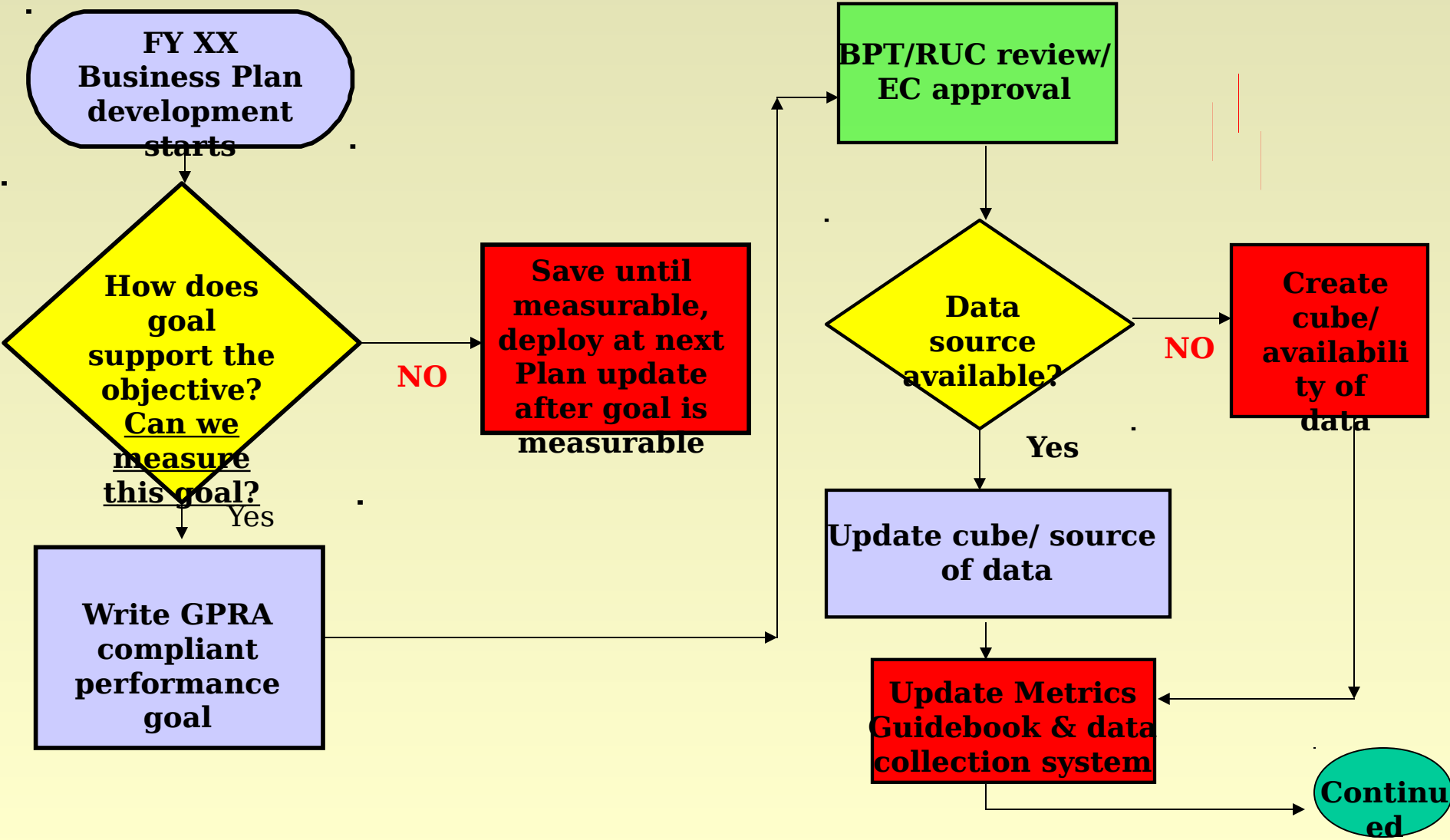
**A continuing process**

***You are here***



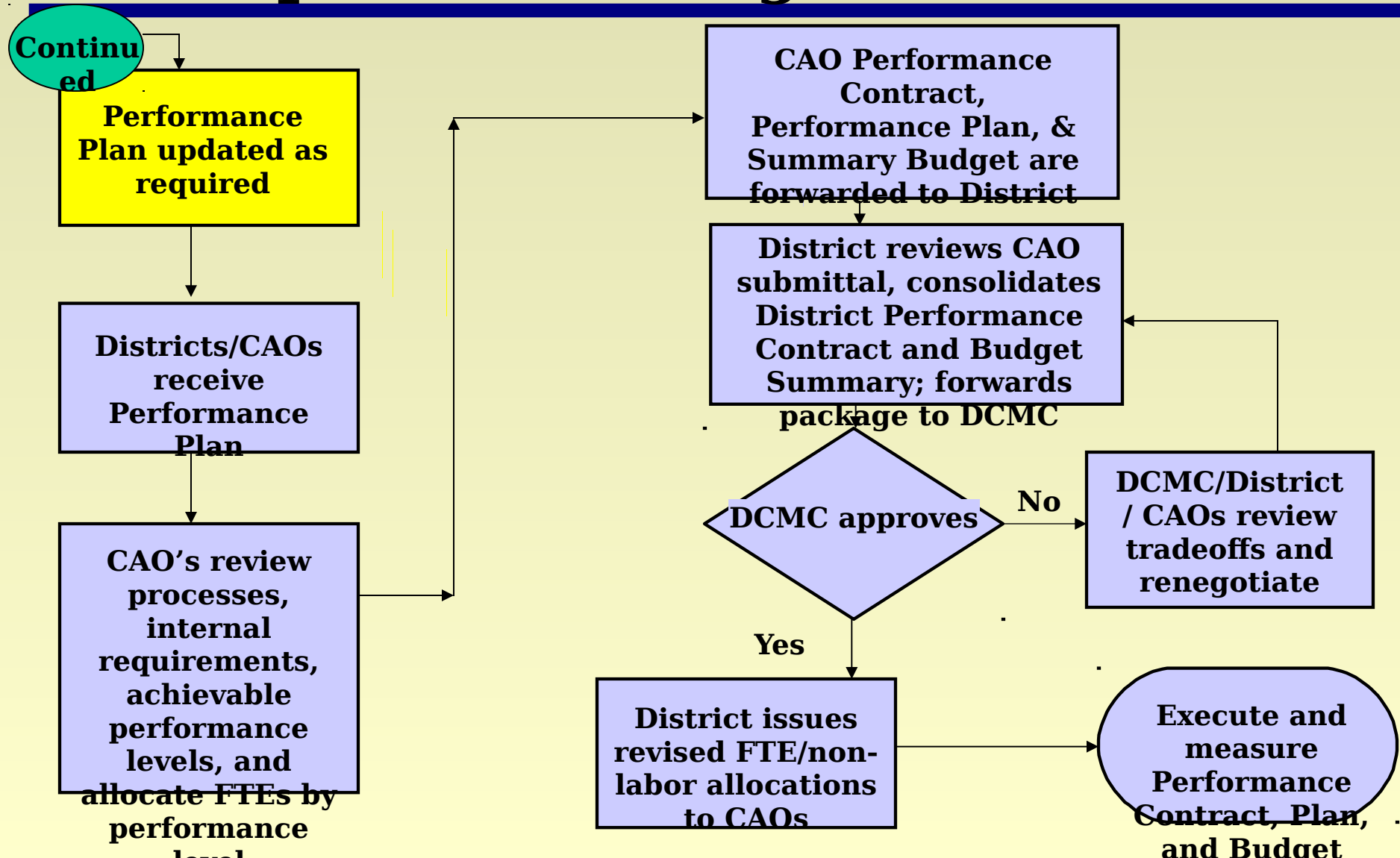


# What happens to my performance goal?





# What happens to my performance goal?





# **Impacts of not following the process**

---

- **Incomplete deployment of EC strategic priorities.**
  - **not getting the information you expect nor the results you want.**
  - **confusion at team level.**
- **Management teams at CAO/District must meet to review changes and make appropriate trade off decisions to renegotiate the performance contract.**
  - **time and resource implications.**
  - **“Breach” of contract**



# Agenda

---

I. Overview of GPRA

II. How to Write GPRA Compliant  
Performance Goals

III. What Happens to my Performance  
Goals?

➡ IV. Summary / Q & A





# Summary

---

- Your involvement is vital.
- Be a proponent and advocate of tangible, measurable, and quantifiable target levels of performance.
- Take a hard look at desired results and translate into “outcome oriented” performance goals.



# Summary

---

- Don't ask us to measure what you can't.
- Don't ask us to measure what you won't use.
- Know your baseline measure “where we are starting from.”
- Drive the right behavior by balancing volume and timeliness measures with quality and accuracy measures.

